

# **Cherwell District Council**

## **Personnel Committee**

**4 December 2014**

<h3><b>Draft Partnership Organisational Development Strategy</b></h3>
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### **Report of the Head of Transformation**

This report is public

#### **Purpose of report**

To provide a summary of the work undertaken to date on the development of a potential Partnership Organisational Development Strategy to provide a framework to support the partnership work of Cherwell, South Northamptonshire and Stratford-on-Avon Councils. The Strategy will need approval from all three partner authorities in order to be adopted across the partnership

#### **1.0 Recommendations**

The meeting is recommended to:

- 1.1 Approve the Draft Partnership Organisational Development Strategy.

#### **2.0 Introduction**

- 2.1 The partnership between Cherwell, South Northamptonshire and Stratford-on-Avon Councils is progressing and the journey towards changing the way that services are delivered has begun. It is recognised that the changes which are being progressed and proposed are significant and, for staff and Elected Members, this will require a substantial change in the way that they work; both in respect of culture, skills and behaviours.
- 2.2 In recognition of the enormity of the change process ahead, it is essential that the Councils clearly communicate their vision, mission and values to Elected Members and staff, and also provide a clear commitment to supporting them through the change process.
- 2.3 With this in mind, a draft Partnership Organisational Development Strategy [the OD Strategy] has been developed to provide a mechanism for setting out the Councils commitment to supporting change and to identify how the support will be delivered.

### **3.0 Report Details**

3.1 The Strategy is structured around five key elements, and applies to both Elected Members and Staff, whilst recognising that both groups have differing needs and support requirements:

- Vision, Mission & Values
- Structure and Processes
- Customers
- People (Elected Members and Staff)
- Culture.

3.2 The OD Strategy is written to support the Partnership on its change journey and to be fit for purpose whichever eventual option or range of options are chosen for the delivery of services, e.g. shared services, confederated model, ad-hoc alternative delivery vehicles etc.

3.3 The OD Strategy will be underpinned by an action plan which will be overseen by the Joint Management teams. The action plan will address key short and medium term deliverables to support the change programme. Many of the actions are targeted initially at addressing the skills, competencies and behaviours that will be required in order to deliver services differently into the future.

### **4.0 Conclusion and Reasons for Recommendations**

4.1 The OD Strategy is a key document to support the progression and success of the partnership arrangements for the future, and will ensure that all staff and Members are working towards common aims, with common understandings.

4.2 Without this Strategy the partnership would still progress but would not do so as one, which could be detrimental to the success for the partnership as a whole.

4.3 The OD Strategy has been supported by committees at Stratford District Council and Joint Arrangements Steering group to date and feedback is now required from committees at both South Northamptonshire Council and Cherwell District Council.

### **5.0 Consultation**

Unison – CDC  
Unison – SNC  
Staff Consultation Group – CDC  
Joint Management Team  
Managers' Forum (CDC/SNC/SDC)

Consultation comments are attached at Appendix 2 along with some potential amendments to the strategy following on from the consultation responses.

## 6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To continue with the partnership arrangements without an OD Strategy. This could present significant difficulties in respect of achieving a cohesive approach to workforce matters and could result in risk to the successful progression of the partnership.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 There are no specific financial implications of the OD Strategy at this time. Any future workforce proposals and actions which require additional budget approval will be put forward through the appropriate channels.

Comments checked by:

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### Legal Implications

- 7.2 There are no legal implications from the implementation of the proposed OD Strategy.

Comments checked by:

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## Document Information

Appendix No	Title
1	Draft Partnership Organisational Development Strategy
2	Consultation Feedback
Background Papers	
None	
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## **Appendix 1**

### **Cherwell, South Northamptonshire and Stratford-on-Avon Councils**

#### **Joint Organisational Development Strategy**

##### **Introduction and Purpose**

Cherwell, South Northamptonshire and Stratford-on-Avon Councils are working together in partnership in order to respond to customers' needs, champion local communities, and provide high quality and good value services. The Organisational Development Strategy [the Strategy] sets out the guiding principles within which the partnership will make organisational decisions which support the delivery of the individual Corporate Strategies. It supports the key principle of the partnership that each Council maintains its own individual sovereignty and autonomy.

The Strategy is designed to support the partnership on its journey towards significantly changing the way it delivers services and focusses on ensuring that elected members and staff are ready for the changes ahead.

The Strategy outlines the areas of critical importance in respect of organisational design and development of the partnership. The principles will act as a framework which will not only guide decision making but will in turn embed the required cultural change within the partnership.

The Strategy is framed around the following key areas and outlines the partnerships approach in each.

- Vision, Mission and Values
- Structure and Processes
- Customers
- People
- Culture

In order to effect cultural change, the Strategy will be underpinned by an action plan which will detail the steps which will be taken to support the ambition of the Strategy. The action plan will be reviewed at least quarterly at the Transformation Joint Working Group, to reflect the evolving nature of the partnership

## Organisational Development Strategy Principles

### Vision, Mission and Values

The partnership has agreed the Vision, Mission and Values as follows:

**Vision:** To become a successful partnership of councils, applying our local knowledge and ambition to create and sustain the best conditions for businesses to grow, people to live and communities to thrive.

**Mission:** By working in partnership, investing in our people and responding to our customers' needs, we champion local communities and provide services which are high quality and exceptionally good value. We manage our resources wisely and make a positive impact by using an innovative approach to running our business

#### **Values:**

##### *Communities and Customers*

Through responsive community leadership and open communications, we aspire to deliver on our promises to customers and local communities.

##### *Prosperity*

Creating and sustaining prosperity matters: our services will provide excellent value for money; operating in a business like way and working to support the local economy in all that we do.

##### *People*

We recognise the important contributions of our elected members, staff and partners and support their ambitions as we invest in them to change the way we work to improve what we do.

##### *Partnership*

Stronger together, working in collaboration, sharing our skills, expertise and knowledge to seek out opportunities and deliver benefits to our communities.

##### *Place*

Our towns, villages and countryside provide great places for people to live and work, we recognise the unique character of our local areas and our work aims to sustain and enhance them.

**The partnership will ensure that the Vision, Mission and Values:**

- Are reflected in all decisions
- Remain fit for purpose as it evolves, being reviewed annually
- Are clearly communicated to all stakeholders
- Are brought alive by elected members and managers to ensure that they are embedded in the culture of the organisations.

## **Structure and Processes**

The current partnership is made up of three Councils, working in partnership whilst maintaining sovereignty. However, it is critical that where collaboration is progressed, that structure and processes are in place to ensure smooth transitions.

The partnership will ensure:

- Efficient, effective, agile and responsive governance arrangements.
- Robust and transparent, inclusive decision making
- Thorough options appraisals in respect of service delivery
- That it is not bound by traditional delivery methods
- A culture where innovation and entrepreneurial spirit is encouraged
- Consistent, aligned, regular communication to customers and stakeholders, both internal and external.

## **Customers**

Our customers are at the heart of our service delivery. Working in partnership will enable the delivery of more resilient and robust services.

The partnership will ensure:

- A thorough understanding of who its customers are and how to best help them to access services effectively and efficiently
- That it listens to customers and learns from mistakes
- That it makes effective use of customer insight
- That it focuses on customer relationship management.

## **People**

In order to be successful it is critical that elected members, managers and staff are engaged with the vision of the partnership and are working towards the delivery of this strategy.

### **Elected Members**

The partnership will ensure:

- Strong working relationships
- A common understanding amongst all elected members of what is expected of them
- Early identification and nurturing of potential talent to ensure effective succession planning for elected members
- That elected members are supported in improving their leadership role.

### **Staff**

The partnership will ensure:

- That there is committed leadership and that working relationships are strong
- A common understanding amongst all staff of what is expected of them
- That the effectiveness of the workforce is maximised through effective workforce planning and the use of a broad range of delivery models
- Robust and efficient mechanisms for recruitment, retention, performance management and opportunities for learning and development for staff
- A total rewards package which is optimised by providing innovative rewards, both financial and non-financial
- Business focused and enabling Human Resource policies and procedures
- Inclusive meaningful engagement and consultation with all staff, trade unions and staff consultation groups
- Early identification and nurturing of potential talent to ensure effective succession planning for elected members and staff.

## **Culture**

The partnership recognises that rewards and recognition are key to ensuring motivation and high moral of employees which under pins the ability to deliver high quality services.

The partnership will ensure:

- A culture where high performance is common place and exceptional and innovative performance is recognised and rewarded.
- A culture which encourages assessed risks and a 'can-do' attitude.
- That staff and elected members take personal responsibility for their actions.
- That failure is used as a learning opportunity.



## APPENDIX 2

### Cherwell, South Northamptonshire and Stratford-on-Avon Councils Joint Organisational Development Strategy

#### CONSULTATION FEEDBACK

<b><u>Feedback Given and Relevant Section</u></b>		<b><u>Response</u></b>
<b><u>Introduction and Purpose</u></b>		
1.	A statement about where this strategy fits with the individual organisations business plans would be good.	The strategy should support all other Council corporate documents such as priorities and service plans, this wording can be included without specifying each Council and each individual document.
2.	Discretionary services should be highlighted – they must either contribute to economic growth or wellbeing to be part of the mix of services councils provide	This is an all inclusive document so no individual services should be highlighted.
3.	The “principals” mentioned in the first paragraph are not outlined, unless they are all 4 pages afterwards, in which case, they are not defined.	The principals mean all of those stated throughout the document, rather than individual defined but appropriate wording can be amended to reflect this.
4.	The only principal made clear, is that each council maintains its own individual sovereignty and autonomy. Which seems interesting in a joint strategy.	The principals are a theme through the document rather than being individually identified, but as above this can be stated.
5.	The strategy “outlines areas of critical importance”, again, as with the principals, these are not defined.	The whole document is there to outline critical areas of importance, but the wording can be improved to reflect this.
<b><u>Vision, Mission and Values</u></b>		
1.Partnership	Only once in the Vision, Mission and values is working in collaboration mentioned. I would assume this is key to a joint document. Even then, working in collaboration can be done without joint working, I would expect more in the way of joint working.	Working in collaboration is mentioned in the appropriate section, and is common theme through the document but does not have to be mentioned more than once.
2. Prosperity	What does the term ‘business like way’ actually mean.	The word commercial could be substituted as this is the intent of the sentence.

<b><u>Structure and Processes</u></b>		
1.	I also find it interesting that Structure and Processes is first, above both customers (I presume residents) and people (both elected members and staff). It seems the way things are done it more important that who it's done for and who does it.	The order of the content is not reflective of importance just the way the document has been written, however this is easily changed.
<b><u>People</u></b>		
1.	What is meant by 'what is expected of them'.	This could be removed as the important phrase is a 'common understanding'.
2.	Inclusive meaningful engagement and consultation with all staff, trade unions and staff consultation groups is stated but what will this mean going forward.	This document is a high level document that should link to other policies and procedures that will be supportive to the Strategy. At present arrangements for consultation are with the trade unions and staff consultation group and this
<b><u>Culture</u></b>		
1.	Can the word 'failure' be replaced with something more positive.	Instead of the word failure, the sentence could be changed to read 'Learning is embedded in every action completed'.

**General Comments:**

These have included the fact that the strategy does not give finer detail, which is not the aim of the document, but also that it needs a 'brand' or 'strapline' so it is easy to see what is trying to be achieved so this will need to be thought through. Other comments were around some slight amendments